

28 March 1980

MEMORANDUM FOR:

[redacted]

Amb. Leonhart

[redacted]

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SUBJECT: Intelligence Community Response to D/DCI/RM (John
[redacted] Request for 1 June 1980 Report on Production
Management

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1. The attached paper clarifies and expands on the joint effort expected by John [redacted] from the Community to explain and defend what is being done (or not being done) to improve intelligence production within the Community. [redacted]

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SIAI

[redacted] and an ad hoc group of representatives from INR, DIA and NSA are having their first meeting on the subject on 31 March. I have been asked to attend for the SRP.

2. It seems to me that the RMS paper presupposes a good deal more management interaction in the Community than actually exists.

3. Any comments or ideas you might have, especially with respect to what role the SRP might play in this Community effort, would be appreciated.

STAT

Attachment:

As stated

[redacted]

NFAC 2238-80
THE DIRECTOR OF
CENTRAL INTELLIGENCE

Deputy Director for National Foreign Assessment

25 MAR 1980

NOTE FOR: Mrs. Carol E. Baumann, Deputy Director
for Programming, INR

[redacted] Acting Vice STAT
Director for Foreign Intelligence, DIA
[redacted] Assistant Deputy STAT
Director for Operations, NSA

When I met with John [redacted] last week I STAT
asked him to clarify the apparent inconsistencies
in the DCI resource guidance for FY 82-86. He
provided the attached which I am passing along
so that you will have a chance to review it
before our meeting with John on ^{MONDAY} ~~Wednesday~~,
31 March. (4:15 pm) -

[redacted] STAT
Special Assistant
for Community Interests

Attachment:
As stated

NOTE FOR: Bauman, [] re DCI resource guidance for FY 82-86 — STAT

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NFAC/NE [] (25 March 80)

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Current DCI resource guidance for FY 1982-1986 has, what appears to be, conflicting cross-program instructions to the Deputy Director for National Foreign Assessment (DD/NFA), regarding a report to be provided by 1 June 1980 on the subject of Production Management. The conflicting instructions to the CIA, DIA, INR and NSA Program Managers was not intended.

The report requested is still required by 1 June. The intent was and is that the DD/NFA conduct a joint study with representatives from the production components of the NFIP and, as a result of the joint study effort, submit a report to D/DCI/RM that addresses the following questions:

1. What management steps are currently under way or being planned within NFAC, DIA, INR and NSA to strengthen Community coordination of national foreign intelligence production activities? Also provide an evaluation of progress being made to date.
2. Should there be a coordinated community-wide five-year plan for building analytical expertise? If not, why not?
 - Opportunities for a significant increase on training or industrial tour sabbaticals.
3. Describe what steps have been taken and progress to date within NFAC, DIA, INR and NSA to improve the overall quality of analysts. Specifically:
 - Use of outside consultants and scholar-in-residence programs which bring leading academicians to production offices for one or two-year tours to enrich the analysts process.
 - Development of an on-line community-wide computer-based professional skills inventory as the first stage of a more sophisticated management information system that would allow the monitoring of the progress of a community-wide plan for building analytical expertise.

- Use of external analysis projects in areas where the Community can purchase consultant time for less than it would cost to develop in-house capabilities.
4. What steps are being taken to strengthen and upgrade analyst capabilities within the production community? Specifically:
- Training courses designed to acquaint analysts with new methodologies.
 - Cash award incentives to encourage analysts to acquire critical languages and to maintain proficiency in many others.
 - Evaluation of the effect of the Community-wide Exceptional Intelligence Analyst Program.
 - Rotational tours between NFAC, DIA, INR and NSA experienced analysts.
 - Program to provide one year of graduate level academic study followed by overseas travel in area of specialization.
 - Establishment of senior positions, with no managerial responsibilities, to identify various geographic and functional career paths for analysts.
5. Describe what steps are being taken to expand the scope and depth of political/economic research. Specifically:
- Through realignment of positions and greater use of dedicated minicomputer for specified analyses.
 - Overseas research opportunities.
6. Evaluate current efforts to improve support to analysts. Specifically:
- Automated key reference services.
 - New sophisticated video techniques for presenting finished intelligence to consumers.
 - Working space for analysts.

7. Describe what mechanisms within NFAC, DIA, INR and NSA there are for reviewing and evaluating Intelligence Community products. Should there be a community level mechanism established? If so, describe who should be involved. If not, why? SRP

8. What guidelines and rationale for determining where duplication (competing analyses) should and should not exist have been established within NFAC, DIA, INR and NSA and between production components?

9. What steps have been taken and with what effect to review compartmentation practices within and between production components of the Community?

10. Describe what mechanisms exist to evaluate the performance of indications and warning analysis within the community? What lessons have been learned and what changes have been made as a result?

11. Should a DCI committee be formed composed of production and resource management representatives of all NFIP production activities to address on a periodic basis community efforts to improve production and analysis? If not, why not?

12. Describe what the overall FY 1982-1986 resource impact (manpower/dollars) might be to implement the efforts to improve the quality of analysis.

13. Should a coordinated Research Production Plan for the Intelligence Community be produced (similar to NFACs and DIA's current plan)? The plan would be an initial attempt by the production elements of the community to consolidate and coordinate the research programs of the production elements in the community, based on a common planning cycle and prepared in a common format. If not, why not?

The basis for the above questions have been drawn from those concerns expressed certainly by the House Permanent Select Committee on Intelligence, the Senate Select Committee on Intelligence, the Office of Management and Budget, the DCI and the President.

The DD/NFA and those production elements of the NFIP should use as a basis for preparing their report to the DCI the answers to the questions put to them by the HPSCI and HAC S&I reports. The report required by 1 June should be a fully coordinated comprehensive statement of community-wide management efforts to improve intelligence production and analysts.

This report will be used as a basis for evaluating dollar and manpower requests (previously approved as well as proposed), and may facilitate a better understanding of ways to improve the quality of intelligence analysts within the community.